

Assessment Objectives

- **Ability to understand the numerous systems that effect a business and identify where the opportunities and threats (hitting the wall) might be for that company**
- **Show an in-depth and creative knowledge of the Framework for Sustainable Practice.**
- **Ability to use a range of tools for undertaking an assessment of a business**
- **Identify partnerships that KMS may need to create to become a healthy community member.**
- **A pro-active response to preparing for a Qualmark evaluation.**

Kai Moana Scuba

- KMS is a commercial scuba diving operation where people pay for the service of being taken to food gathering sites to collect kai moana, then to have people assist them in preparing the food with the objective of consuming it.
- In 2006 KMS established its office headquarters in the Invercargill CBD at the bottom of the South Island. The location of the scuba varies depending on whether, however they are often 10km off the coast of Bluff. Whilst the kitchen that they use to prepare the food at is at the Bluff Marae (29km from Invercargill).
- Nina is often fully booked of up to 3 tours a day. Included in the tour is transport from Invercargill, to Bluff and back to Invercargill.
- Nina currently employs 10 people – 4 instructors (who also double as van/boat drivers) and 6 in the kitchen/office.
- The number of visitors and customers to KMS tripled from their first to second season in operation.
- From customer surveys Nina is finding that most visitors are international visitors to New Zealand who want to experience ‘the 100% NZ taste’.

Nestled in the Deep South of New Zealand Kai Moana Scuba (KMS) is the newest in scuba-diving experience. KMS was set up by Nina Hopu as a commercial operation to allow people the experience of collecting and eating their own sea food, or kai moana.

Nina is a local Māori woman who has lived her whole life in Southland as a seafood restaurant owner and chef. Nina has always had a passion for the environment and living sustainably and is a new member of the Transition Towns group that has been established in Bluff. One of the main reasons that she set up KMS was that she wanted to educate people about how they can eat local whilst sustaining the local fish stocks. Nina explains the need for collecting shellfish of the right size and techniques for collecting in a non-destructive manner. Finally Nina also raises awareness for how to appreciate the unique New Zealand taste of local shellfish by learning traditional methods of serving them.

In Bluff, Nina has a huge amount of support from her whānau and the local community particularly because KMS customers also often spend time (and money) in Bluff. The Bluff Marea is currently the largest structure in the Bluff Township and is the central social point of the community (equal to the local pub). The marae has a large amount of land but currently does little with it. There are only limited services in Bluff – no recycling, no composting and no unemployment services.

However Nina is experiencing a few problems. In the first two weeks of opening there was a complaint from a young man who reported “I almost drowned because the dive instructor had not told me the necessary emergency procedures”. Nina has had a warning from Occupational Health and Safety and Department of Labor about the incident and a formal warning has been laid.

Yesterday Nina heard that the Ngāi Tahu Tribunal was discussing her operation and were concerned that KMS customers were gathering kai moana from customary gathering areas without permission. This is correct however the reason KMS have to do this is to find kai moana of an accepted and legal size. Over harvesting of shell seafood in other areas around Bluff has depleted the stocks and legal shellfish can be very difficult to find.

Originally Nina had planned to expand the company to Dunedin Peninsular and Jackson Bay on the West Coast of the South Island. A survey taken four years ago when tourism was at its peak in New Zealand showed there was clear evidence that a business such as KMS would do very well in these places.

You have gone to an interview with KMS applying for the position of Resilience Designer. As part of this initiative you have been asked to facilitate the companies move towards sustainability and its verification by Qualmark. Everyone is very excited about the process and they all want to be involved. Once this process is underway Nina would like you to present your findings and outcomes to the Southern Chamber of Commerce who are interested in financing similar projects. You have six months to complete the process. Please indicate any assumptions that you may have made throughout the case study.

Points to cover

- 1. What are your first impressions of the opportunities and threats for KMS? Where might the company hit the walls of the funnel?**
- 2. Articulate the purpose and vision statement for the company using the principles for sustainability as a guiding light. Identify the people who should be involved in articulating the vision.**
- 3. Within one area of the business identify the flow of resources and the systems they interact with (physical and process) through the business – what do they deliver? What do they depend on? and what is left?**

4. From each of the four well-beings brainstorm actions to move the company towards their vision.
5. Strategically prioritise these actions into short and long term actions. Who would KMD need to collaborate with to make these actions happen?
6. By the time you have the Qualmark assessor come to visit you in 12 months time, what level Qualmark do you hope to have reached and why?
7. What are the main learnings from undergoing this process that you can pass onto other organizations?

Presentation

How this assignment is communicated is completely up to you. You may want to write it out in words, through the use of pictures, diagrams or audio devices. Please agree on the type of communication with the tutor before the assignment is underway.

Collaboration

There is also an option to undertake this assignment with another person its your choice. Please advise the tutor who you are working with at the beginning of the assignment. You are both required to equally take part in the presentation.

1. Opportunities and Threats

Table 1: Opportunities and threats to KMS

Opportunities	Threats
- A leader within the community, collaborative and co-creating opportunities with other businesses	- Resource consents and trouble with local authority
- Gain a lot of publicity and attention for the companies leadership increasing the number of customers. Also attracting highly qualified guides who are interested in working for a company with a clear vision for sustainability	- Price of transport increases for both energy requirements for both the boat and car
- Increases awareness and retain cultural memory by passing on knowledge of traditional food gathering and cooking techniques	- Tourism market in Southland drops in numbers
- Educate tourists and the community about the sustainability – ecological, cultural and economic impacts about the over harvesting of kai moana	- Kia moana resources diminish and clients start to ask for their money back when they only return with a few pipis
- Involve local schools and community groups to increase local involvement in sustainable harvesting	- Backlash from local Maori in response to taking resources from traditionally tapu areas
- Both limiting the use of fuel and offsetting carbon equals reducing costs and increasing awareness	- National and Local limits on gathering kai moana

- Expand business into other areas of NZ for increased benefits such as spread of knowledge, increased income, employment for locals	- National Health and Safety limitations

2. Create a Vision with the Principles as a guiding light



Figure 1: Creating a vision towards a sustainable future



Figure 2: Principles for Sustainable Practice

- **Vision**

Kai Moana Scuba will become a leader in the NZ adventure industry for their contribution to Maori culture and heightened environmental awareness.

- **Purpose**

1. To provide a Kiwi experience, increasing peoples understanding of NZ culture and environment.
2. The business can makes positive impact on the local economy by providing employment and increased visitors.
3. Creates a reliable income for the staff of KMS and a healthy lifestyle in which to engage.

- **Core Values**

- Open and friendly
- High level of service and safety
- Act as a responsible caring employer

- Respect of local Maori culture and all things tapu
- Limit effects on the environment by continually striving to reduce energy use, reduce waste and limit unnecessary water use

- **Strategic Goals**

- To have zero health and safety incidents
- Use zero municipal water (rain water only)
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- **Responsible Tourism Statement**

My responsible tourism statement should include all of the aspects above.

- **Who should be involved in articulating these goals?**

Everyone within the organisation needs to have the opportunity to have input into

4. Baseline Assessment

Identify all the resources that your business delivers, relies on and leaves behind. This is for the purpose of identifying the systems that your business works within.

Once this has been done, using the Principles for Sustainable Practice above, highlight the particular resources that go against the principles (red-white) and those the help the principles to be achieved (white to green).

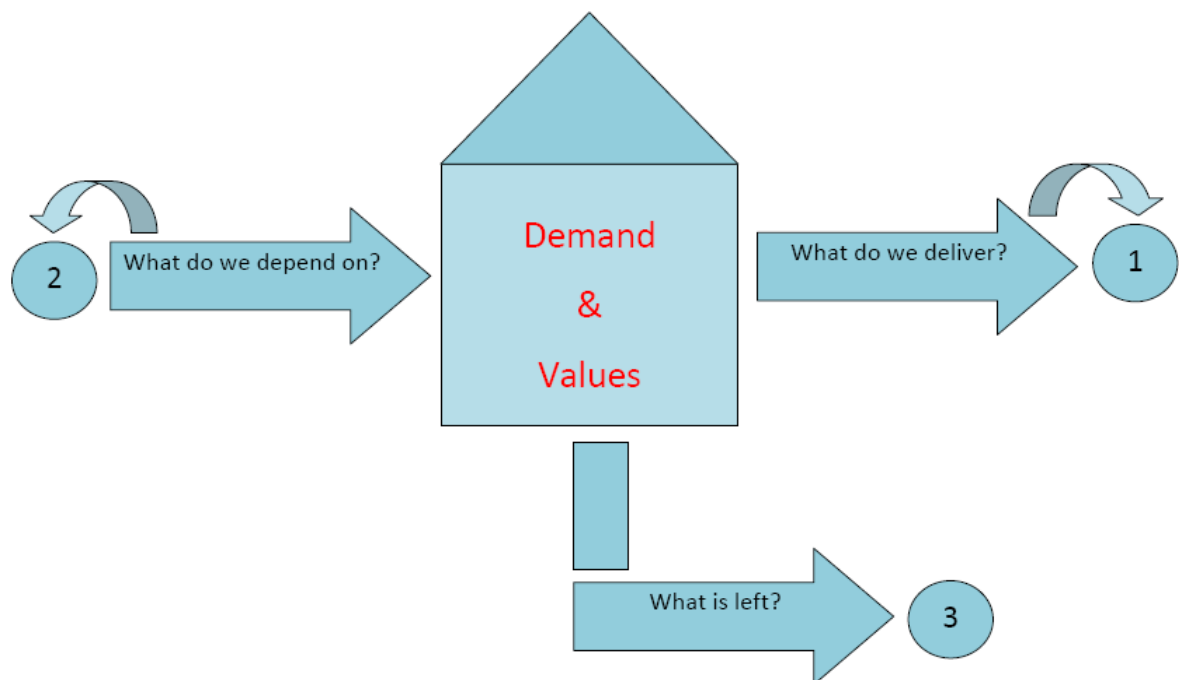


Figure 3: The organisational flow

Table 2(a-c): The organisational flow in detail

1. What do we deliver? (and the consequences)

Enjoyment of clients and staff	→ Good word-of-mouth marketing	→ Increased visitors to KMS
Safe food for clients	→ Authentic experience	→ Deep satisfaction of experience
Knowledge of the local environment	→ Understanding of natural systems, their importance and how we can individually minimise disruption	→ Increased environmental awareness and a shift to more sustainability conscious behaviors
NZ experience	→ Understanding of NZ culture and relaying this to others	→ Other people to visit NZ. Increases tourism to NZ
Knowledge of Maori culture	→ Increased empathy and understanding of native peoples	→ Visitors take that information back to their own country
Employment for local community	→ Community feel involvement in business	→ Strong support for business from community (particularly if something goes wrong)
Finances to community	→ More activity within the community and seen as livable city	→ More people come to the community

2. What do we rely on? (and what they rely on?)

Clients	→ Good reputation and marketing	→ Measurement and feedback of state of the business
Air travel to Invercargill	→ Aviation fuel and safe air travel routes	→ Stable relations between the Middle East and the rest of the world
Community support	→ Strong leadership and collaboration within the community	→ A good education and cultural background
Transport vehicles	→ Manufacturers in China	→ Steel and energy primarily imported from Australia
Happy, reliable, healthy staff	→ Quality child care	→ Government subsidiaries for childcare
Prudent practice of health and Safety guidelines	→ Good candidates applying for the job	→ Training and education in NZ institutions
Knowledge of place (where to find Kai) and Maori culture	→ People, history and good relations	→ Trust with people and community
Bluff Marae	→ Financial security	→ Effective management governance structures within Ngai Tahu

Hungi stones from beach	→ Stones wash up on beach	→ Responsible gathering of stones
Solar panels for hot water for marae	→ Imported from Germany	→ Research for efficiency and longevity
Contact energy supplying energy to the Marea	→ Deteriorating infrastructure supplying energy	→ Local rates and taxes
Rain water for use at the marea	→ Not using excessive water at the marea	
Safe kai moana available at beaches	→ Community only taking thier quota	→ Understanding of why this is important, incentives and disincentives (fines etc)
Clean beaches and water	→ Minimal pollution (dumping of waste) from neighbouring point and non-point sources	→ Expectation (and regulation) from government and community to have non-polluting practices.

3. What is left? (and where does it go?)

Kia moana shells	→ Back to the beach	→ Broken down into sand
Emissions from transport fuel	→ Air pollution	→ Increased in greenhouses gases
Used equipment such as snorkel, masks, flippers	→ Transported to the local landfill	→ Plastic breaks down over 100 yrs. Leaves toxic plastic particles in local water source.

Using the Qualmark Checklist how is KMS currently doing with regards to getting verified?

(See separate sheet)

5. Create a Plan

Brainstorm!

Go crazy, write everything down.

How many initiatives can you think up for each of the five Qualmark areas of Energy Efficiency, Waste Management, Water Conservation, Conservation and Community?

Many of these issues will have strong ties to a number of areas, please put it in the one and note where else it would fit.

Table 3: Brainstorm initiatives for KMS to gain Qualmark Green verification and start to move towards sustainability.

Energy conservation	Paddle out to the kia moana gathering site in wakas
	When there is consistency in groups, keep the fire going to

	maintain heat of logs rather than lighting new fires all the time. Perhaps invest in an over that will keep the iron temperatures high.
	Start a fund towards insulating the marea and the office in town
Waste Management	Take all leftover food to a nearby pig and chicken farm. Then use these animals in the hangi.
	Buy food and drink in bulk to reduce packaging
	Send all leftover seafood shells etc back to the beach not to the landfill
	Set the printer default to double-sided printing
Water conservation	Contain water from the roof of the marea to use for cooking and watering the garden
	Plant locally sourced dry gardens that do not require additional watering and can hold up on cold windy climates.
Conservation	Plant different local flax varieties around the marea to encourage biodiversity
	Create a community garden with historical varieties of vegetables to encourage the retention of biodiversity
	Use old cuts of railway tracks (steel) instead of the very particular stones used culturally
	Plant small plots of forests that can be used for heating hangi pits in the future
	Conservation of culture: Have an apprenticeship scheme for trainee chiefs in traditional Maori cooking.
Community	Scholarship for young community members to study marine biology and do research in Southern Otago
	Start developing a Cultural Community Centre where visitors can also experience other aspects of Maori culture such as dance and language
	Create a mentorship for other businesses in the area
	Become a leading case study at the Otago Polytechnic Applied Business school
Additional	Diversify her business: Nina becomes a dive master so when there are no clients to take out she can up-skill her staff and advertise as a dive instructor
	Get a good accountant and lawyer
	Create a detailed staff induction process to ensure staff understand KMS's vision and values around sustainability
	Get a personal mentor to ensure that Nina is also looking after herself and her family

Prioritisation of KMS actions towards sustainable practice

Choose one area in the business where there is a need to move towards sustainable practice.

Table 4: Prioritisation of actions with the long-term vision of creating a sustainable harvest kai maona community garden.

	Move towards vision?	Return on Investment	Flexible Platform	Short / med / long term?
Collaborating with local organisations who may also be interested	Improve participation and feeling of inclusion by locals. Only way to ensure community buy in.	Very minimal monetary costs, the venues are donated. Takes some time but the rewards are big.	Can make decisions for the business based on a wider understanding of the systems it relies on	Short term
Holding community meetings and submissions to the regional council	Continued collaboration with the local community. Shows leadership. Increases knowledge of industry and local area. Creates partnerships.	Need to do research to provide correct information to the community. Have found someone to help so not so much time required. Venue donated	May create tighter restrictions on the KMS if not handled carefully. Potential for KMS to have advantage over other businesses that have not made the same effort.	Medium term
Create community Kai Moana farms for local use	Creates a position where the business could continue for the long term because of sustainable harvesting of kai moana	Have raised funds in collaboration with local businesses and individuals. Takes a huge amount of time.	There is a 3 years trail basis and monitoring is required. Meanwhile KMS can use for restricted business purposes	Long term

6. Qualmark

Qualmark is one of many tools that help businesses to understand how they are doing in their journey towards sustainability and also as a verified tool to advertise their good work.

Write a brief (1000 words) summary about:

1. The pros and cons of using Qualmark?
2. What are your personal view of whether being Qualmark Green verified will increase the number of people visiting KMS?

Presentation:

- All written work must be word processed – and presented in a professional style
- All work must be referenced
- If you use a visual or audio presentation there must be an accompanying written explanation eg. Script or notes on a slide
- The work must be submitted on the date provided by your lecturer